



The Effect of Compensation and Work Environment on Employee Performance at the Factory of PT XYZ

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ABSTRACT

This study investigates the effects of compensation and work environment on employee performance at PT XYZ, a palm oil manufacturing company. Using a quantitative approach with a saturated sampling technique, data were collected from 92 employees across six divisions. The analysis was conducted using Structural Equation Modeling with Partial Least Squares (PLS). Results showed that compensation and work environment were rated as good (75%), while employee performance was also rated good (80%). However, compensation had a positive but insignificant effect, while work environment significantly influenced performance. These findings suggest that improving physical and social work conditions can enhance employee outcomes. The study offers insights for management to improve compensation systems and workplace quality to optimize performance.

INTRODUCTION

Employee performance is a strategic component in achieving organizational goals, especially in labor-intensive industries such as palm oil manufacturing. At PT XYZ, a palm oil mill located in Bengkulu, Indonesia, performance evaluations over the past three years (2021–2023) show a consistent decline, with no employees reaching the highest rating (A+), and over 50% rated in the lowest performance category (C) in 2023. This phenomenon raises concerns about the underlying factors affecting employee performance.

Human resources are essential assets that must be continually developed. Performance reflects the results of employee contributions within a given period, measured against predefined standards (Rivai, 2020; Fauzan & Sary, 2020). Nugraha and Tjahjawati (2017) assert that performance is also an indicator of how well an organization meets its strategic goals. Several factors contribute to employee performance, including compensation, workplace conditions, organizational culture, and leadership.

At PT XYZ, the compensation system includes base salary, overtime pay, bonuses, BPJS insurance, and annual leave. However, employees on contract (PKWT) and overtime hour limitations have created dissatisfaction, particularly in divisions such as Maintenance and Laboratory. Survey data in 2024 revealed that although 85% of employees felt their salary aligned with their responsibilities, only 31% believed bonuses were given according to target achievement. In addition, overtime hours and pay have decreased annually, reflecting policy changes that may impact performance (Akbar, 2018; Permadi & Kusuma, 2021).

Work environment is equally significant. Physical aspects such as lighting, safety, cleanliness, and noise levels were reported as problematic. A Sucofindo Laboratory report showed noise levels in the engine room exceeding national safety standards (SNI 7231-2009). Field observations and interviews also revealed inadequate lighting, slippery floors, and minimal toilet facilities. Furthermore, psychological aspects—such as communication with supervisors—were also identified as demotivating.

The preliminary survey indicated that while most employees (over 77%) found their environment generally acceptable, noise disturbances, limited equipment, and unequal support across divisions remain. According to Nitisemito (in Asy'ari & Indiyati, 2024) and Kusuma & Said (2017), work environment—both physical and non-physical—directly influences productivity.

These findings highlight a performance issue rooted in two critical factors: compensation and work environment. Thus, this study aims to examine the influence of compensation and work environment on the performance of employees at PT XYZ. The study contributes to the field by offering insight into human resource challenges within Indonesia's palm oil industry, where such empirical analysis is still limited.

THEORETICAL REVIEW

Human Resource Management

Human Resource Management (HRM) is a strategic function that focuses on maximizing the effectiveness of people within an organization. It is not only responsible for ensuring that the company has the right number of employees, but also emphasizes the quality, skills, and alignment of those employees with organizational values and goals. According to Wardhana (2023), HRM involves planning, organizing, leading, and controlling human capital to ensure efficiency and organizational growth. Operationally, HRM also includes recruiting, developing, compensating, evaluating, and retaining employees (Utama, 2020). In this research, HRM serves as the overarching discipline under which compensation and work environment are discussed as key influencing factors of employee performance.

Employee Performance

Employee performance reflects an individual's ability to complete tasks and responsibilities effectively in alignment with organizational objectives. It encompasses both behavioral and outcome-based indicators, such as quality of output, work volume, punctuality, cooperation, discipline, and creative initiative. According to Susanto et al. (2023), employee performance contributes significantly to overall productivity and organizational competitiveness. Performance assessment is a fundamental tool for identifying achievement levels, providing constructive feedback, and determining necessary developmental or reward strategies. Sialen et al. (2021) emphasized that work quantity, job knowledge, initiative, and discipline are essential indicators of performance, while Pangestu Nur et al. (2022) included timeliness, attendance, and adherence to work schedules as additional metrics. Ultimately, performance evaluation helps in recognizing high-performing employees and supporting those who need improvement, making it essential for strategic human resource decisions.

Compensation

Compensation is a core component of HRM that directly impacts employee motivation and performance. It includes both monetary and non-monetary returns received by employees for their work. Mondy, as cited in Utama (2020), categorizes compensation into direct financial rewards such as salaries, commissions, and bonuses; indirect financial benefits such as insurance and retirement plans; and non-financial rewards such as recognition, job satisfaction, and conducive work culture. Widyatmojo et al. (2022) stress the importance of designing compensation systems that are fair, competitive, and aligned with employee expectations to maintain motivation and reduce turnover. Furthermore, the compensation system should comply with legal standards and consider psychological aspects that influence employee behavior.

Compensation also plays a central role in fulfilling the basic needs described by Maslow's hierarchy. According to Syahreza et al. (2017), when employees' fundamental needs—such as financial security and health

coverage—are met, they are more likely to pursue higher-order goals such as esteem, accomplishment, and professional growth, which translate into better performance. Several empirical studies support this view. Elisa et al. (2022) found that compensation has a strong positive impact on employee performance. Sugiono et al. (2021) showed that job satisfaction mediates the relationship between compensation and performance, highlighting the indirect benefits of well-structured rewards. Febrian and Rianggara (2023) also reported a positive, though not statistically significant, correlation between compensation and performance, suggesting that other contextual factors might influence the strength of the relationship.

Work Environment

The work environment, both physical and non-physical, significantly influences how employees feel, behave, and perform. Physical elements include lighting, ventilation, noise control, temperature, sanitation, and safety, all of which affect the comfort and health of employees. Sedarmayanti (2013) argues that workplace conditions directly influence concentration, physical fatigue, and productivity. A clean, quiet, and well-ventilated environment allows employees to focus and perform tasks efficiently. On the contrary, poor environmental conditions can lead to stress, injuries, and disengagement.

Non-physical or psychological components of the work environment include communication quality, leadership interaction, and interpersonal relationships with colleagues. Nitisemito (1992) emphasizes the role of social interaction in shaping employees' mental well-being. Positive social dynamics foster motivation and collaboration, while poor communication and lack of managerial support can demoralize staff and hinder performance. Harishchandra (2023) suggests that physical comfort combined with psychological safety is essential in creating a productive workplace.

Zhenjing et al. (2022) explained the work environment using ecological systems theory, which sees the employee's workplace as a network of physical, social, and psychological settings that influence behavior over time. Empirical studies also support the positive role of work environment. Wonda et al. (2022) found that physical and psychosocial work conditions had a significant impact on employee performance in banking institutions. Similarly, Hermawan (2022) reported that 37.8% of performance variations at PT Sakti Mobile Jakarta were attributed to environmental factors.

Previous Research and Conceptual Framework

Several studies have explored the relationship between compensation, work environment, and employee performance. Herawati et al. (2021) reported a very strong positive correlation between compensation and employee performance in Jakarta. Sudiantini et al. (2023) analyzed literature reviews and found that compensation boosts motivation and performance. Meanwhile, Purnamasari and Utari (2024) noted that compensation did not have a significant effect on performance through work motivation, suggesting the importance of direct effects.

In terms of the work environment, research by Syada and Perkasa (2024) and Nasim and Anshori (2024) consistently found that improved work environments significantly enhance employee output. Even when moderated by leadership style, the work environment remained an independent and influential factor.

Based on the theoretical and empirical findings discussed above, this study proposes a model in which compensation and work environment both directly influence employee performance. This conceptual framework forms the basis for hypothesis testing in this study.

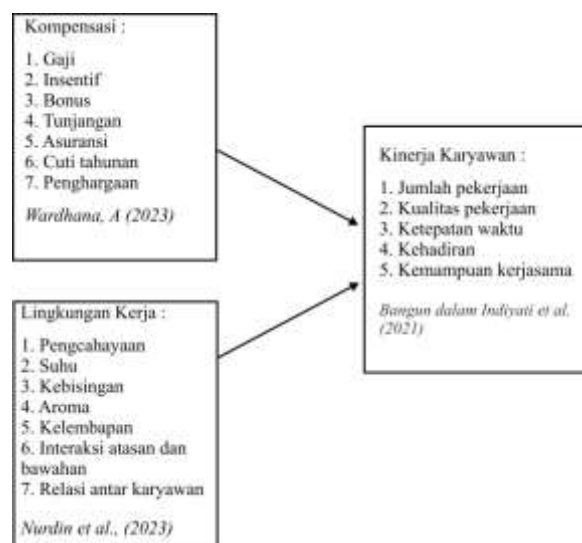


Figure 1. Conceptual Framework

Hypotheses

- H1: Compensation has a positive and significant effect on employee performance.
H2: Work environment has a positive and significant effect on employee performance.

METHODOLOGY

This study employs a quantitative descriptive approach, aimed at examining the influence of compensation and work environment on employee performance. The study follows a causal research design with a cross-sectional timeframe, and data was collected through structured questionnaires.

Research Design and Variables

The research is quantitative in nature and uses descriptive methods to provide a detailed understanding of the phenomena studied. Independent variables in this study are Compensation (X1) and Work Environment (X2), while the dependent variable is Employee Performance (Y).

Population and Sample

The population includes all employees of PT XYZ's palm oil factory, totaling 92 individuals. The sampling technique used is saturated sampling, meaning the entire population was used as the sample.

Data Collection

The study uses both primary and secondary data sources. Primary data were collected using questionnaires distributed to respondents, while secondary data were obtained from organizational documents, reports, and literature.

Instrument and Measurement

All variables were measured using indicators developed from relevant theories and prior studies. A Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree) was employed to assess responses. The operationalization of variables includes:

- Compensation (Wardhana, 2023): salary, incentives, bonuses, benefits, insurance, leave, and rewards.
- Work Environment (Nurdin et al., 2023): lighting, temperature, noise, aroma, humidity, supervisor-subordinate interaction, and coworker relations.
- Employee Performance (Bangun in Indiyati et al., 2021): job quantity, quality, punctuality, attendance, and teamwork.

Validity and Reliability

Validity and reliability tests were conducted to ensure the accuracy and consistency of the research instrument. Validity was tested using indicator loading factors, while reliability was assessed through Cronbach's Alpha and Composite Reliability metrics.

Data Analysis Techniques

Descriptive Analysis

Descriptive analysis was used to summarize and interpret the frequency and percentage of questionnaire responses. Results were categorized based on defined score intervals from "Very Poor" to "Very Good."

Structural Equation Modeling (PLS-SEM)

To test the hypotheses and analyze the relationships among variables, Partial Least Squares Structural Equation Modeling (PLS-SEM) was used. The software SmartPLS was utilized for model estimation.

- Outer Model (Measurement Model):
Evaluated the relationship between latent variables and their indicators, including tests for convergent validity and composite reliability.
- Inner Model (Structural Model):
Evaluated path coefficients, R-Square, F-Square, and Q-Square values to determine predictive relevance.

Hypothesis Testing

The hypotheses were tested using the t-statistic provided by bootstrapping in SmartPLS. A significance level of 5% was used as the threshold to determine acceptance or rejection of the null hypotheses.

RESEARCH RESULTS

Respondent Characteristics

The study involved 92 factory employees at PT XYZ. Respondent characteristics included gender, age, education level, years of service, and division of work. In terms of gender, the majority were male, comprising 90 individuals (98%), while only 2 respondents (2%) were female. This reflects the dominance of male workers in the factory environment, which typically demands physical strength and work flexibility.

In terms of age distribution, most employees were between 31–35 years old, totaling 43 people (47%), followed by the 35–40 age group with 34 individuals (37%). This indicates that most employees are in their productive and mature age, generally possessing adequate experience and work stability.

Regarding the highest education level, most respondents were high school graduates or equivalent, totaling 48 people (52%), followed by 43 people (47%) who held a bachelor's degree (S1 or D4), and only one respondent (1%) with a junior high school education. This suggests that the workforce's educational background is sufficient for operational work, with diverse academic profiles reflecting varied capacities.

In terms of length of service, most respondents had worked for more than four years. Specifically, 27 employees (29%) had worked for 4–6 years, and 26 employees (28%) had worked for over 10 years. This reflects a good employee retention rate and a strong understanding of the company's operational systems and organizational culture.

As for the division of work, the majority of respondents came from the Processing division, totaling 50 people (54%). Other divisions such as Sorting & Weighing (14%), Maintenance (13%), Administration & General Affairs (9%), and Laboratory & Waste Management (8%) were also represented. The Heavy Equipment division had the fewest respondents, only 2 people (2%). This composition indicates that most of the data collected came from employees directly involved in the production process, providing relevant insights into workplace conditions on the ground.

Descriptive Analysis of Respondents

Descriptive analysis was conducted to examine employee perceptions of three main variables: compensation, work environment, and employee performance. Each variable was measured using a series of indicators evaluated on a five-point Likert scale and converted into percentage scores to reflect agreement levels.

Table 1. Descriptive Summary of Research Variables

Variable	Percentage (%)	Category
Compensation	75%	Good
Work Environment	75%	Good
Employee Performance	80%	Good

Descriptive analysis results showed that all three research variables were in the "Good" category based on the average score from 92 respondents. The compensation variable (X1), consisting of 21 items covering seven dimensions such as salary, incentives, bonuses, allowances, insurance, annual leave, and awards, had an average score of 347 (75%). The highest score was on the annual leave arrangement indicator (83%), while the lowest score appeared on the understanding of bonus criteria (61%), indicating a need to improve bonus transparency.

The work environment variable (X2), which also consists of 21 items covering physical and social aspects such as lighting, temperature, noise, odor, humidity, superior-subordinate interaction, and employee relations, also had an average score of 347 (75%). Support from supervisors received the highest score (83%), while the noise indicator scored lowest (60%), suggesting a need for improvement in the physical comfort of the work environment.

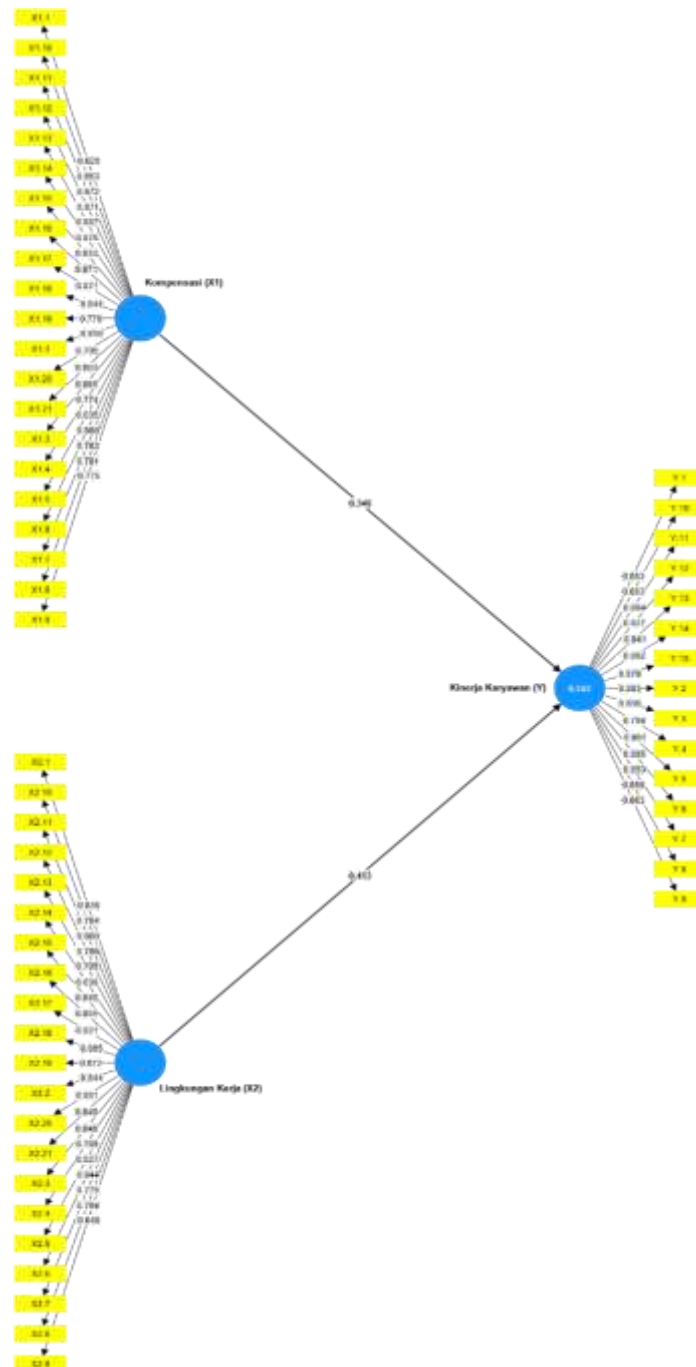
Meanwhile, the employee performance variable (Y), which consists of 15 items covering workload quantity, work quality, punctuality, attendance, and teamwork, had an average score of 369 (80%), also categorized as good. All performance aspects showed consistent results within the good category, except one indicator related to ensuring work output meets company standards, which scored 66%, indicating room for improvement in work quality.

Structural Equation Model (SEM) Analysis

This study explored three latent variables: compensation and work environment as exogenous variables and employee performance as the endogenous variable.

Outer Model Testing

The Outer Model test ensures that the measurement instruments used are valid and reliable, meaning that the indicators accurately represent the variables studied.



b. *Average Variance Extracted (AVE)*

The AVE values were 0.694 for compensation, 0.688 for work environment, and 0.730 for employee performance. These results confirm that each indicator in the variables meets the validity criteria to reflect their respective constructs.

c. *Discriminant Validity*

Discriminant validity testing using the HTMT method showed all values below the 0.90 threshold: 0.666 for the relationship between compensation and performance, 0.700 between compensation and work environment, and 0.702 between work environment and performance. These values indicate that the model meets discriminant validity. Cross-loading results also showed that each indicator had a higher correlation with its own construct than with other constructs.

2. Reliability Testing

Reliability testing using SEM-PLS showed that all variables—employee performance, compensation, and work environment—had Cronbach's Alpha and Composite Reliability values above 0.97, far exceeding the minimum threshold of 0.70. This indicates that the research instrument is highly reliable with strong internal consistency.

Inner Model Testing

The inner model represents the structural model used to observe or predict relationships among variables. The inner model analysis includes R Square testing, Effect Size (F Square), Prediction Relevance (Q Square), and hypothesis testing.

a. *R Square*

The R Square coefficient determines how much of the dependent (endogenous) variable is explained by the independent (exogenous) variables. A value of 0.75 indicates a strong model, 0.50 moderate, and 0.25 weak. The R Square value for employee performance (Y) was 0.543, meaning that 54.3% of the variation in performance can be explained by compensation and work environment, while the remaining 45.7% is influenced by other factors. The adjusted R Square value of 0.533 indicates stable results and a moderate explanatory model.

b. *F Square*

The F Square value assesses how much the R Square value would change if an exogenous variable were removed. An F Square of 0.02 indicates a small effect, 0.15 moderate, and 0.35 large. The F Square value for compensation (X1) was 0.140, slightly below the moderate threshold, indicating a small to moderate effect. The work environment (X2) had an F Square of 0.238, indicating a moderate effect. Thus, the work environment has a stronger influence than compensation on employee performance.

c. *Prediction Relevance (Q Square)*

The Q Square (Q^2) value for employee performance (Y) was 0.382. Since this value is greater than zero, it indicates that the model has good predictive relevance.

d. *Hypothesis Testing*

Hypothesis testing using SmartPLS with a one-tailed test produced the following results:

Table 2. Hypothesis Testing Results

Relationship	Original Sample	T Statistic	P Value
Compensation (X1) -> Performance (Y)	0.348	1.476	0.070
Work Environment (X2) -> Performance (Y)	0.453	1.985	0.024

The test results show that compensation's effect on performance was positive but not statistically significant ($T = 1.476$, $p = 0.070$), so the hypothesis was rejected. However, the work environment's effect was positive and significant ($T = 1.985$, $p = 0.024$), so the hypothesis was accepted.

DISCUSSION

Compensation Analysis at PT XYZ

Compensation encompasses all monetary and non-monetary rewards given to employees as recognition for their performance. Based on a questionnaire distributed to 92 respondents, the average score was 347 or 75%, categorizing compensation as good. Salary was rated highest (80–81%), suggesting it is perceived as fair, regularly paid, and sufficient. This supports work motivation and is considered proportional to workload.

Allowances and insurance were also positively rated (80–82%), considered beneficial for well-being and accompanied by a straightforward claim system. Annual leave stood out with the highest score (83%), indicating well-organized time-off and good work-life balance. Conversely, bonuses scored lowest (61–63%), especially on the statement "I understand the criteria for receiving bonuses at this company," which scored 61%. This suggests limited transparency regarding the bonus system, which can hinder motivation if not managed clearly and fairly.

Work Environment Analysis at PT XYZ

The work environment significantly affects employee morale and satisfaction. The average score from 92 respondents was 347 (75%), showing that the environment is generally perceived as supportive of productivity. Social relationships, especially support from supervisors and collegial interactions, scored highest (83%), reflecting positive interpersonal dynamics.

Lighting and ventilation were also rated highly (above 80%), but physical comfort issues such as noise and odor received the lowest scores (60%), indicating

a need for improvement. Overall, while the work environment is considered good, enhancements in physical elements like noise reduction, air quality, and temperature are necessary to optimize comfort and productivity.

Employee Performance Analysis at PT XYZ

Employee performance was generally rated as good, with an average score of 369 (80%). Employees were able to complete tasks within targets and under manageable workloads. Both quantity and quality of work scored high (81–83%), reflecting precision and competence.

Punctuality and attendance were also positively evaluated (around 80–81%), indicating consistency and time management. Teamwork was highly rated, with employees contributing effectively and communicating well. However, one performance indicator – ensuring work meets company standards – only scored 66%, suggesting a need to improve adherence to expected quality standards.

The Influence of Compensation on Employee Performance

The results of the SmartPLS analysis showed that compensation has a positive but statistically insignificant effect on employee performance, with a coefficient of 0.348, a T-statistic of 1.476, and a p-value of 0.070. This means that while an increase in compensation tends to be followed by an increase in performance, this relationship was not statistically significant in the context of the company studied. One possible explanation is that employees may perceive compensation as not proportional to their workload, lacking fairness, or lacking transparency.

This finding differs from the view of Widodo & Yandi (2022), who state that compensation is one of the most important factors in driving performance. They argue that fair and well-communicated compensation policies positively impact employee effectiveness and company sustainability. Likewise, Sanaba et al. (2022) emphasize that compensation – whether in the form of salary or additional benefits – can enhance job satisfaction, motivation, and productivity.

Luturlean et al. (2020) also emphasize that a well-designed compensation policy, alongside career development and a harmonious work environment, helps to establish balance between work demands and personal life. Such conditions contribute to stronger engagement and improved performance. Therefore, it is essential for the company to review its compensation system – not only in terms of the amount offered, but also in fairness, transparency, and clear alignment with employee performance. A compensation system that is accurate and equitable can motivate employees and lead to optimal performance improvements.

The Influence of Work Environment on Employee Performance

The hypothesis testing results indicate that the work environment has a positive and statistically significant effect on employee performance, with a coefficient of 0.453, a T-statistic of 1.985, and a p-value of 0.024. This implies that a comfortable and supportive work environment can significantly enhance employee performance. The finding is consistent with the opinions of Winoto & Perkasa (2024) and Risahondua & Laurens (2024), who argue that both physical

and non-physical aspects of the work environment significantly affect employee performance. A healthy, safe, and conducive work environment allows employees to work optimally, whereas poor working conditions can decrease productivity and increase stress and conflict.

Marlina & Hidayat (2025) further emphasize the vital role of management in shaping a positive work environment to foster employee satisfaction, loyalty, and performance. In this study, the work environment has been proven to significantly influence performance, showing that employees are more likely to thrive when they feel supported and comfortable. Consequently, companies must continually pay attention to and improve the quality of the work environment to support employee well-being and ensure organizational success.

CONCLUSIONS AND RECOMMENDATIONS

Based on the findings regarding the influence of compensation and work environment on employee performance at PT XYZ Factory, the following conclusions are drawn:

1. Compensation was generally perceived as good by employees, particularly in terms of salary, allowances, and insurance. Employees considered their salary appropriate to their workload, and the allowances contributed to their well-being.
2. The work environment supported comfort and productivity. Social interactions, including collegial relationships and supervisory support, were positively evaluated. Additionally, physical conditions such as lighting and ventilation were seen as adequate.
3. Employee performance was rated as good, marked by timely task completion, consistent attendance, and effective teamwork.
4. While compensation had a positive relationship with performance, it was not statistically significant. This suggests that although compensation was generally appreciated, it may not be sufficient to significantly enhance performance—possibly due to concerns over fairness, transparency, or alignment with employee contributions.
5. The work environment had a statistically significant positive effect on employee performance. A supportive physical and social workplace encouraged higher productivity and better performance outcomes.

FURTHER STUDY

As with any research, this study has limitations that future research could address. The current study was limited to one manufacturing company, which restricts generalizability. A larger and more diverse sample across different industries would enhance applicability. Future research is recommended to explore additional influencing factors such as job satisfaction, employee engagement, or leadership style. Researchers may also consider using a mixed-methods approach to gain deeper insights into employee perceptions and organizational dynamics.

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